

# Growing Your Company

## 23rd Annual Navy Gold Coast Small Business Symposium

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# My Background

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30+ years in Business Development

Small and Large Businesses

Petrochemical, Construction and Environmental Industries

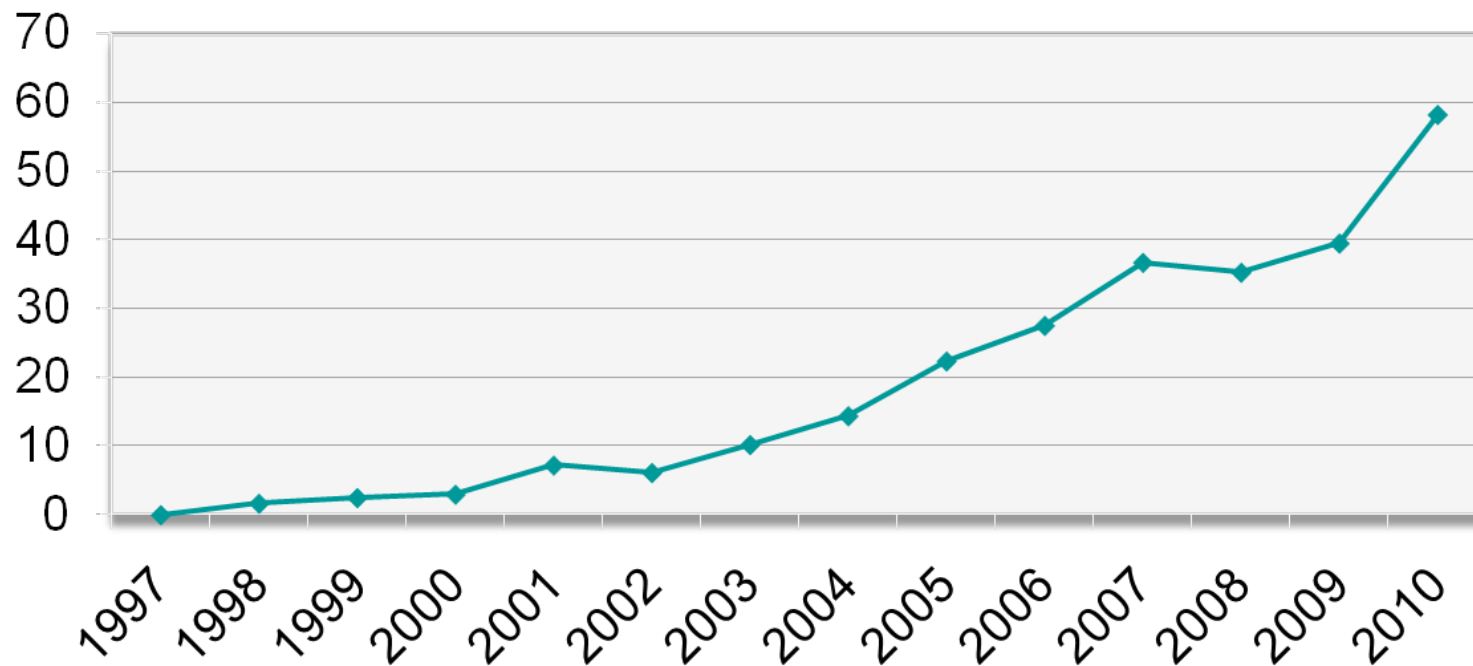
8(a), Woman-owned and Minority-owned Companies

Two Mentor-Protégé Agreements

***I have a good idea of your challenges!***

# The ERRG Story

Revenue (millions)



# ERRG Growth During the Past 7 Years

	2003	2010	% Increase
<b>Revenues</b>	\$10.2 M	\$58.2 M	471%
<b>Employees</b>	54	262	385%
<b>Federal Clients</b>	1	14	1300%
<b>Offices</b>	2	7	250%
<b>Backlog</b>	\$4.6 M	\$60.1 M	1220%
<b>Services</b>	Environmental	Environmental Civil Construction MILCON UXO/MEC	
<b>Business Classification</b>	8(a)		

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# A Word of



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## Several Variables I Do Not Know About Your Business

Products

Markets

Staffing and Infrastructure

Competition

Reputation

Appetite For Risk

Etc.



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# Some Things I Do Know

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Practices That Helped ERRG Grow

All Businesses Have The Same Issues

This Is Not Rocket Science

***I will offer a few suggestions that  
can help your company grow***

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## Suggestion 1 – Plan Your Growth

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### Attitude

Don't Have Time

Don't Know What We Want

Don't Know How to Develop Plan

Don't Think It Helps

***Don't fall into these traps!***

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# Suggestion 1 – Plan Your Growth

*(continued)*

## Characteristics of The Plan

Simple, But Measurable

Useful, Living Document

Achievable

Communicated

# Suggestion 1 – Plan Your Growth

(continued)



**ERRG**  
**Vision 2010**

- \$50 million in revenues (20% annual growth)
- 250-300 employees, continue to hire good people
- Appropriate balance between Federal, State/Municipal and Commercial work (40/30/30)
- Viable office locations outside of California
- Move toward larger contract opportunities
- Positioned in the marketplace as a high value contractor
- Capable of performing under Fixed Price, Cost Plus Fixed Fee, and Guaranteed contracts
- Strengthened construction capabilities- more staff, better systems, necessary equipment
- do work that is profitable
- business through satisfied customers
- able of performing
- revenue growth,

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## Suggestion 2 – Focus on Revenue

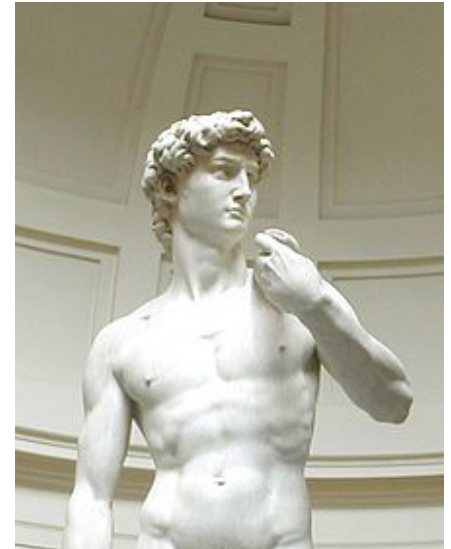
### ***“Even Michelangelo Needed Clay”***

Perform On Existing Work

Identify Opportunities In Advance

Respond To Appropriate Opportunities

Look For New Clients, Markets and Services



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## Suggestion 2 – Focus on Revenue

(continued)

Add Structure to Pursuits

Strategic Teaming

Seek Balance

***Revenue is a measure of growth,  
not a measure of success!***

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## Suggestion 3 – Hire Good Employees

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Be Consistent With Growth Plan

Think Toward The Future

Don't Disregard Infrastructure

Accounting/Finance

Human Resources

Marketing/Business Development

Etc.

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# Suggestion 3 – Hire Good Employees

(continued)

Learn To Delegate  
Continuous Process  
Retain Them!



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## Suggestion 4 – Be Willing To Take Risk

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Employees

Teaming

Development and Proposal Costs

New Markets, Clients or Products

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## Suggestion 5 – Be Patient

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Time

Plans Need Traction

Revenue Targets Need To Be Identified

Employees Need to Embrace Roles

Tolerance For Risk Needs To Evolve

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# 5 Suggestions For Growing Your Company

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Plan Your Growth

Focus On Revenue

Hire Good Employees

Be Willing To Take Risk

Be Patient

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Good Luck!



***“Growth is a process, not an event.”***